U.S. European Command

Challenges in Transformation

The force is not transformed until the force is trained

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Outline

Challenges Reported Last September	*Action:*
Funding Joint Force Headquarters Training	JS J7
Tools for Managing Joint Training	JS J7
Training “Above the JTF”	*open*

Additional Challenges Today

“Beyond the JTF” Training Expertise

Capturing Requirements for Future Events

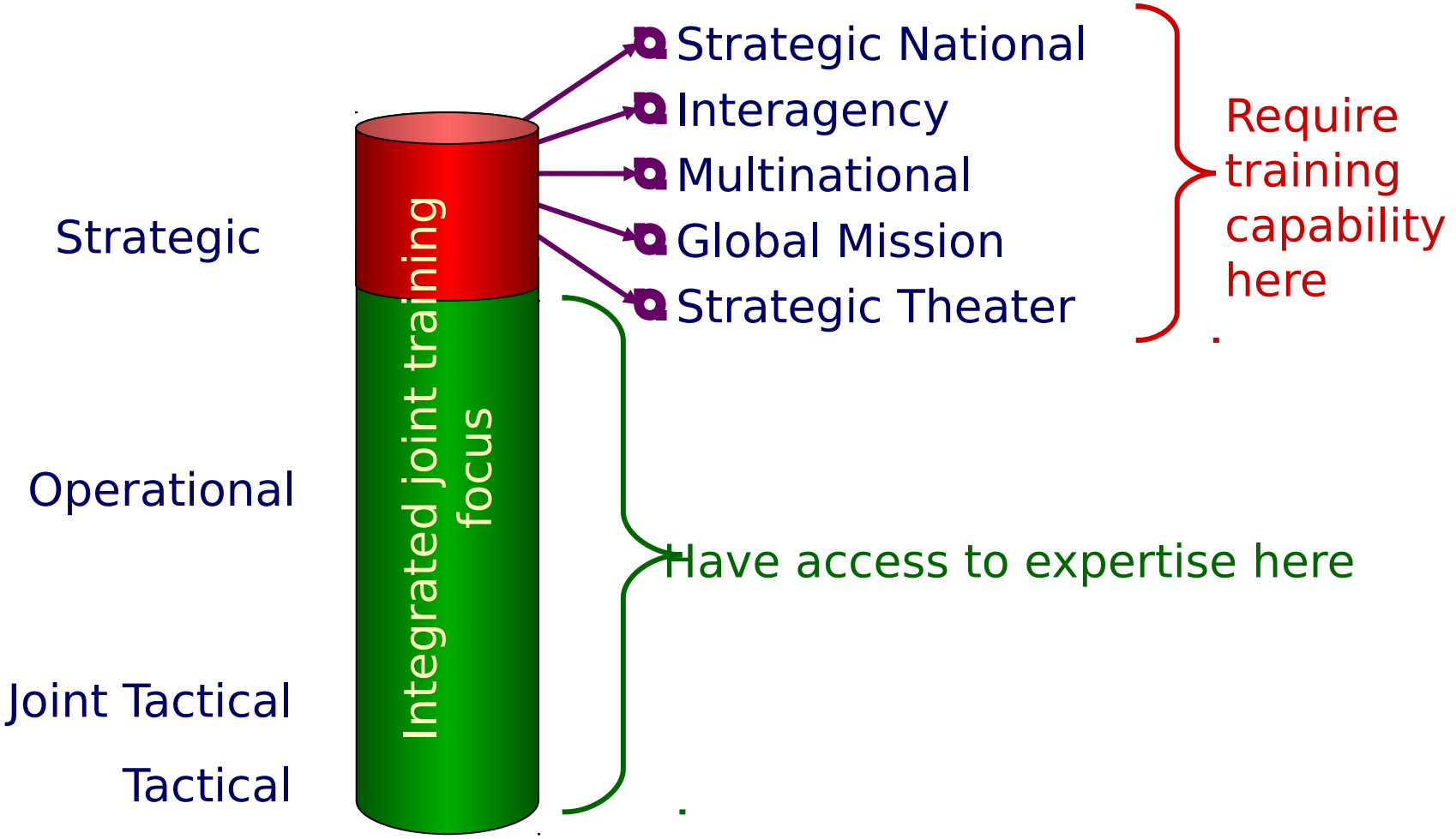
Transformation Turbulence

Challenge 1

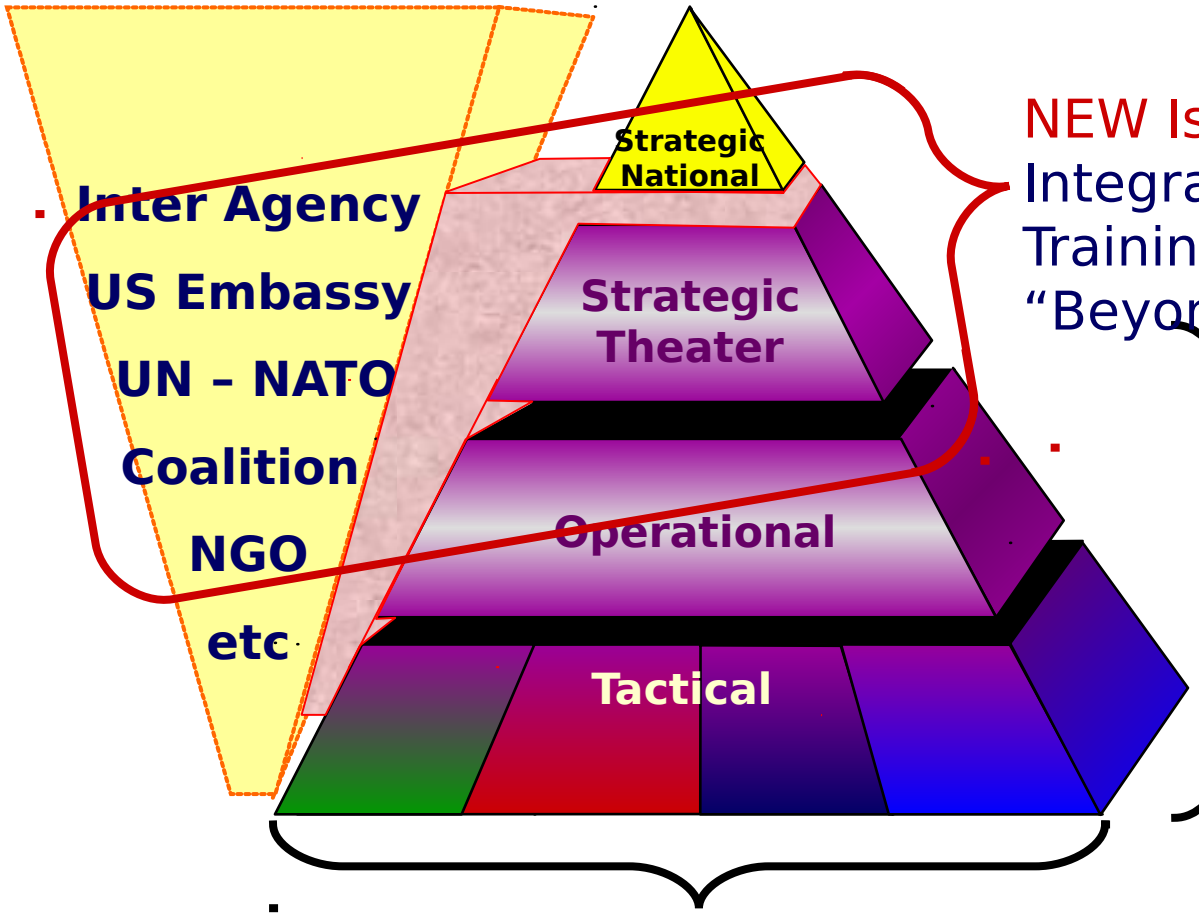
“Beyond the JTF” Training Capability

D • I • M • E

Vertical Training Scope



T2's Scope


D • I • E
M
Inter Agency
US Embassy
UN – NATO
Coalition
NGO
etc
Strategic National
Strategic Theater
Operational
Tactical
NEW Issue 3:
Integrating
Training
"Beyond the JTF"
Issue 2:
Vertically
Integrate
d
Training
Issue 1: Horizontally Integrated
Training

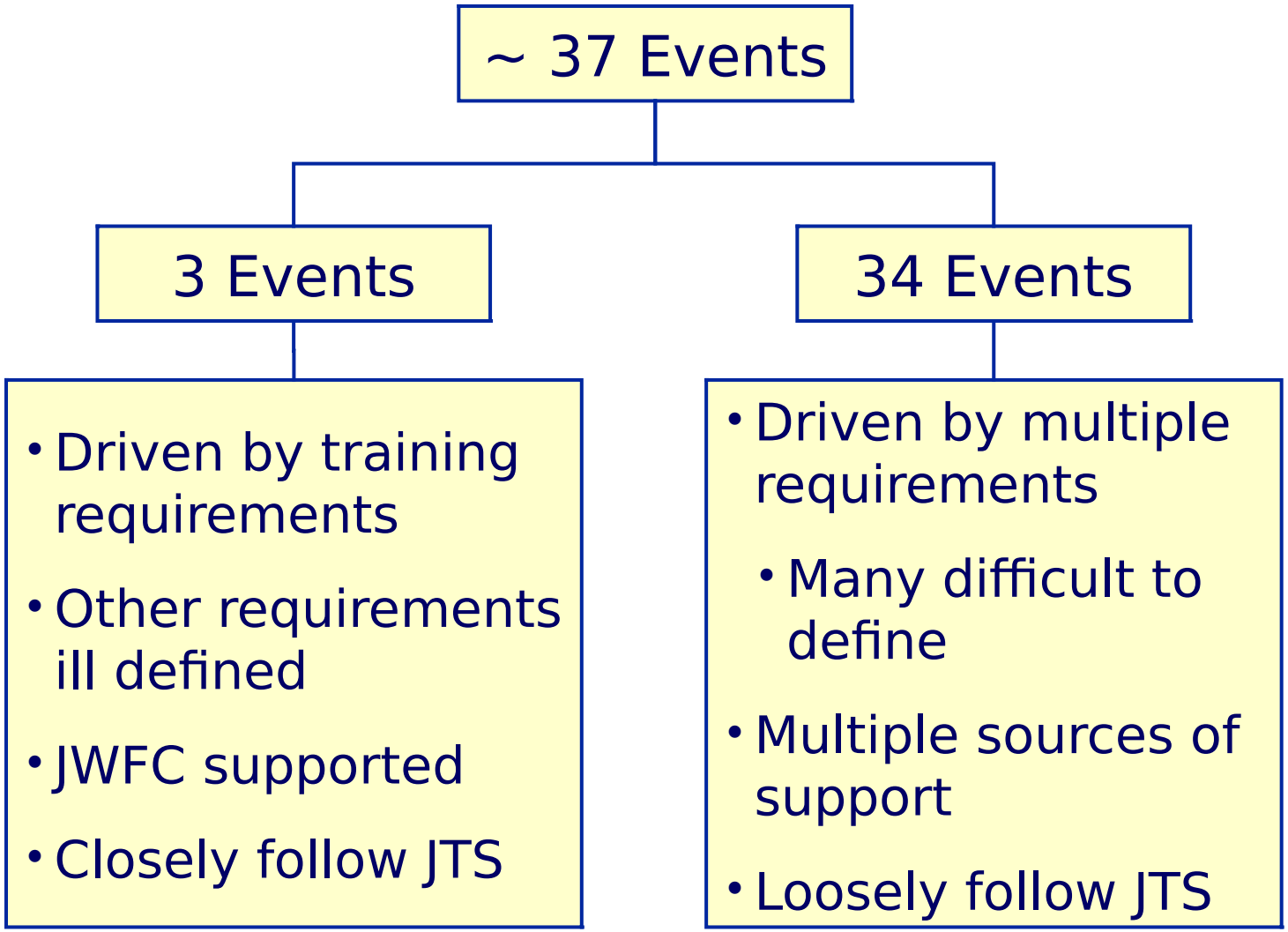
Conclusions Challenge 1

- Need training beyond the JTF HQ
- Prerequisites for success:
  - Access to expertise
  - Access a single “clearing house”
    - to manage access to expertise – especially outside theater
  - Assistance in integrating “Beyond the JTF" training into vertically integrated training events

Challenge 2

Staying Requirements Based

USEUCOM Program

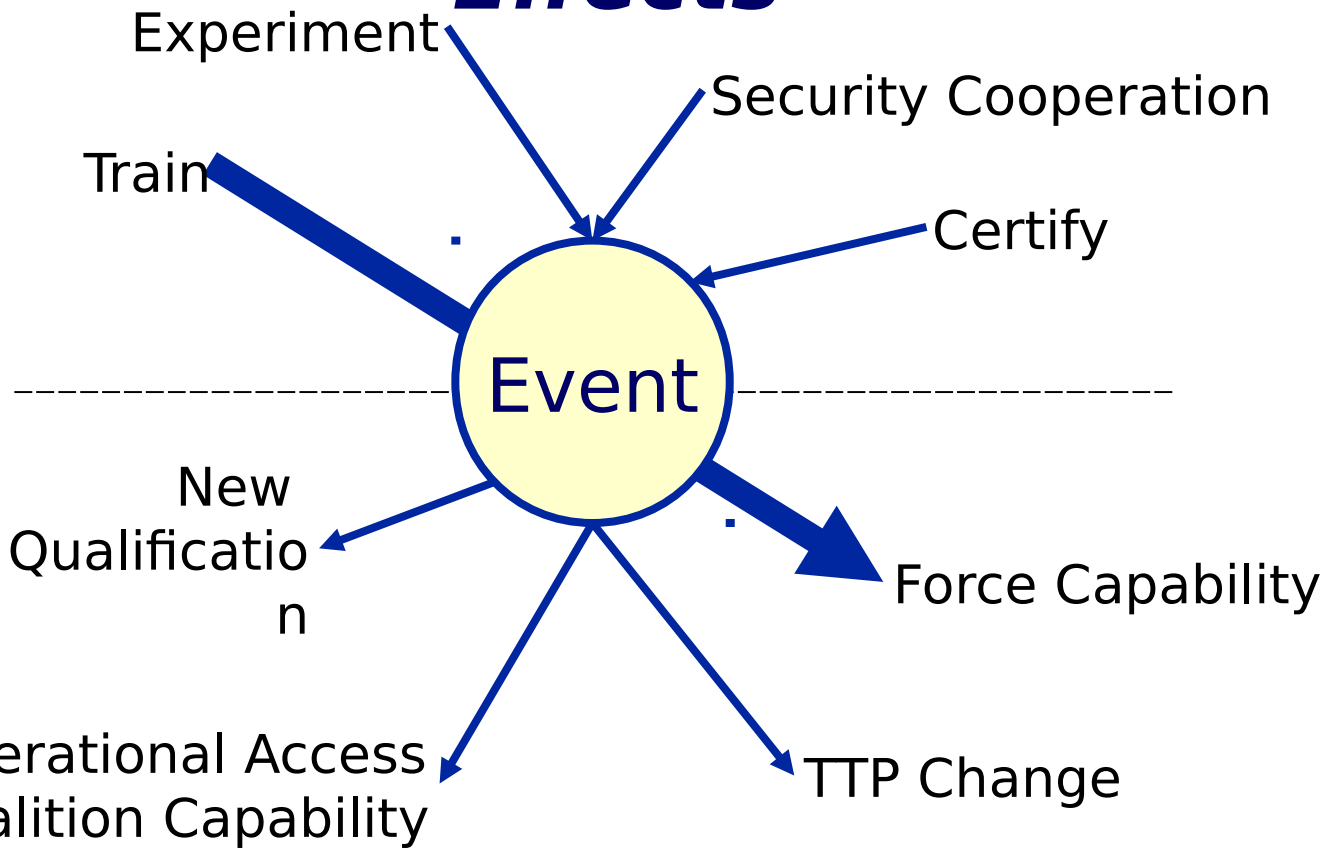


Staying Requirements Based

Multiple Actions and Effects

Example Actions:

Example Effects:



Recommendation: Use desired outcomes for Event Objectives

Staying Requirements Based

Example: SHARED RESPONSE 06

- U.S. Forces Training Objective
  - Demonstrate ability to participate in a joint, combined or multinational force.
- USEUCOM Engagement Objective
  - “Exercise Crisis Response with Russian General Staff”
- Desired Effect – Primary Event Objective
  - Russian General Staff Headquarters capable of leading or participating in future U.S./Russian combined operations.
- Resulting Event
  - Tabletop exercise to define infrastructure and TTP for C2 of a U.S./Russian Combined Force, conducted in Moscow.

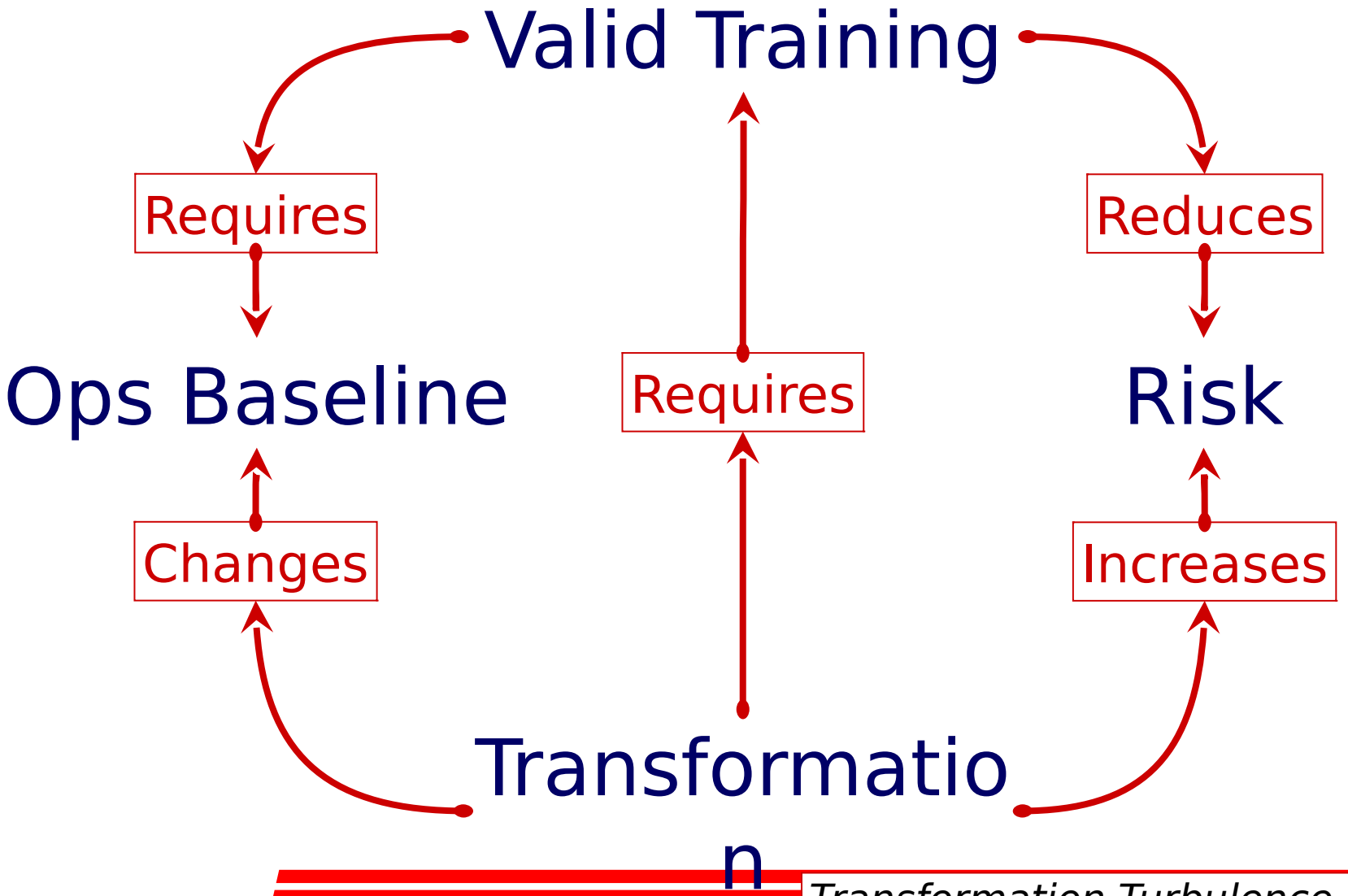
Conclusions Challenge 2

- Effects-based language provides enduring event objectives
  - Convey commander's intent
  - Clear framework for the executing commanders
  - Supports training objectives in design of events
  - Applies to all levels of events
  - Assists program assessment
- Recommendation:
  Use effects language for event objectives

Challenge 3

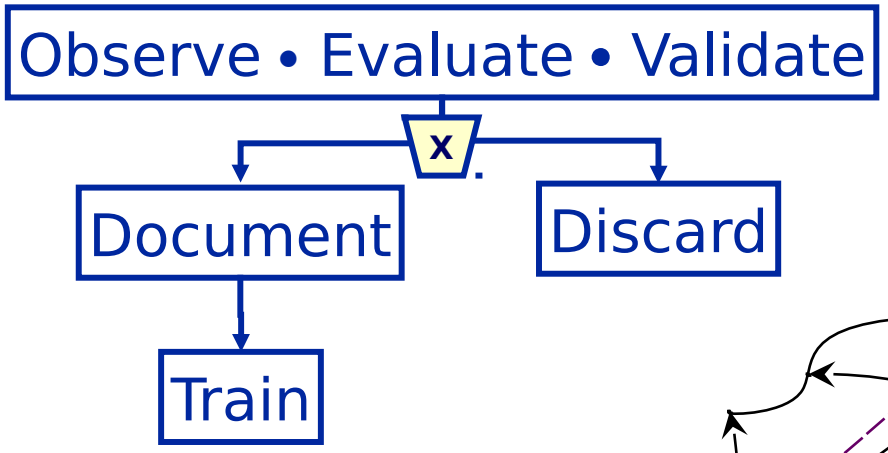
Transformation Turbulence

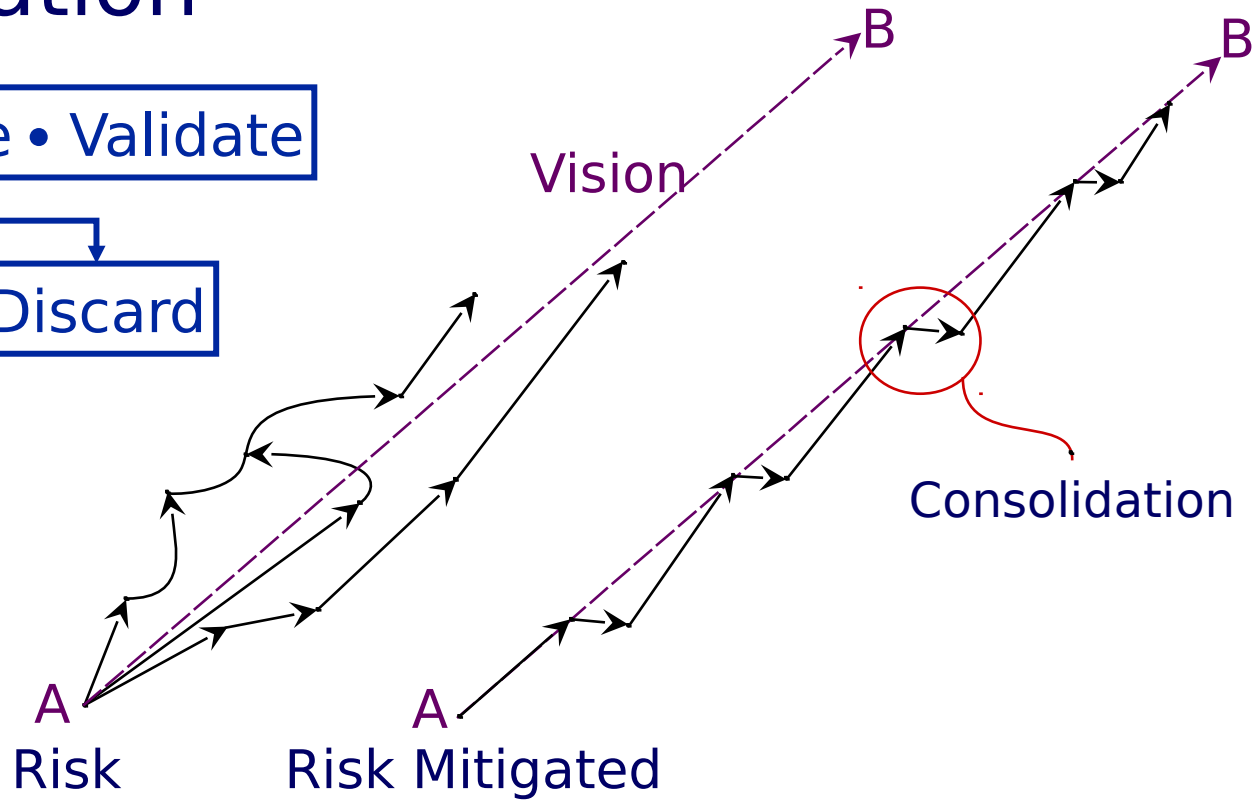
Training and Risk



Mitigating Risk

Consolidation





- Incremental consolidation mitigates risk

Conclusions Challenge 3

- The force is not transformed until the force is trained
- Training must be to a standard
- Incremental consolidation
  - updates the standards baseline
  - locks in forward progress
  - sustains transformation tempo
- Recommend reports to Worldwide Joint Planning Conference on consolidation in
  - SJFHQ - C2 transformation
  - Training Transformation

Summary

- Challenge 1 – Training beyond the JTF HQ
- Challenge 2 – Plan training to “desired outcomes”
- Challenge 3 – Acknowledging transformation's impact on training and mitigating resultant risk with periodic consolidation

The force is not transformed until the force is trained

Questions?